



## MONITORING, EVALUATION AND TRAINING AGENCY (META)

### ANNUAL REPORT 2002



United Nations



Mine Action Programme for Afghanistan  
(MAPA)





## **Mine Action Programme For Afghanistan**



### **META ANNUAL REPORT FOR YEAR 2002**

**Monitoring, Evaluation and Training Agency - META  
Kabul, Afghanistan**

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## **EXECUTIVE SUMMARY**

After more than two decades of conflict, Afghanistan is one of the most mines and unexploded ordnance (UXO) affected countries in the world. Available statistics show the existence of 723 square kilometers of known contamination mine area throughout the country.

The Mine Action Programme for Afghanistan (MAPA), which commenced operations in 1998 (e.g. mine clearance, mine risk education, stockpile destruction, victim rehabilitation) and its supporting activities including impact survey information management and quality management, remains a prerequisite for resumption of economic and social life in contaminated areas.

Since the inception of the United Nations mine Action Programme for Afghanistan (MAPA) in late 1989, the present Monitoring, Evaluation and Training Agency has been an integral part of the (MAPA) which has been responsible for conducting mine action technical and management training courses, external monitoring and evaluation of mine action operations, conducting investigations into mine-related accidents within the programme and the conduct of trials and the production of technical and reference materials.

The present META was formed in 1997 as an indigenous organization to consolidate and standardize all training and External Quality Assurance of mine action field operations.

In June 2002 META introduced reforms to its system to develop and implement the additional elements demanded by a (TQM) approach, including (QC) sampling, to overcome the new challenges and hence meet the (QM) requirements of the MAPA to be implemented in 2003. META as an indigenous organization conducted a variety of mine action high quality training courses, management training courses, and external monitoring missions. All accidents that have occurred in 2003 within the confines of MAPA operations were investigated in order to establish cause, formally reported on, and recommendations were made for appropriate remedial or preventive action. META was involved to facilitate the introduction and implementations of new demining processes and equipment approved by UNMACA during the reporting period.

As META being a unique indigenous monitoring, evaluation and training agency and active implementing partner of the Mine Action programme for Afghanistan, in mid 2002, the UNICEF contracted META for the establishment of a Mine Risk Education (MRE) project. This project was aimed to build and enhance the capacity of MAPA MRE implementing partner agencies through updated and improved community based Mine Risk Education approaches and the development of the external quality assurance in close coordination with the UNMACA MRE Section.

In line with the implementation of the MAPA National work plan 2002, META has overcome the new challenges that had come-up with the introduction of the reforms within META and achieved its objectives in developing mine action personnel, structure and processes that were required for a safe, sustainable, effective and cost efficient national mine action programme.

**K.M. Sharif  
Director META**

## **META ANNUAL REPORT**

### **JANUARY - DECEMBER 2002**

*This report covers META overall activities including operational performance and support activities carried out by the organization from 01 January to 31 December 2002.*

#### **BACKGROUND INTRODUCTION**

Mine action activities in Afghanistan commenced in 1989 under the auspices of the United Nations Office for the Coordination of Humanitarian Assistance to Afghanistan (UNOCHA). Monitoring, Evaluation and Training were carried out via a succession of agencies until UNOCHA decided to improve operational efficiency, and to promote national capacity building, by implementing these functions through an Afghan NGO. The Monitoring, Evaluation and Training Agency (META) has carried out these duties since 01 January 1998 in accordance with Standard Operating Procedures (SOPs) adopted by the UNOCHA Mine Action Programme for Afghanistan (MAPA)

In June 2002 META introduced reforms to develop and implement the additional elements demanded by a (TQM) approach, including (QC) sampling, and hence meet the (QM) requirements of the MAPA (to be implemented in 2003, funded by SIDA/DANIDA). META as an indigenous organization conducted a variety of mine action-related training courses, management training courses, monitoring missions and investigations into the causes of demining accidents as well as trailing new mine action techniques and equipment.

#### **AIMS AND OBJECTIVES**

META's overall objective is to improve the safety, quality, efficiency and sustainability of MAPA operations in order to facilitate creation of an Afghanistan free from the effects of mines and UXOs.

In line with the implementation of the MAPA National Work Plan for 2002, the immediate objective of the META was to provide effective and quality support to the MAPA by:

- a. providing technical and management training required for the conduct of safe and effective mine action operations to the Programme;
- b. design and implementation of a Total Quality Management plan to include external Quality Management elements for survey, clearance and MRE processes;
- c. continued development and trials of technical procedures and equipment, and
- d. investigating demining accidents and missed mine incidents and implementing measures to prevent their recurrence.

## **OPERATIONAL CAPACITY**

META operating capacity remained as seven Monitoring and Training Teams (MTTs) and three Quality Assurance and Investigation Teams (QAITs) in 2002. MTTs continued to undertake the provision of technical training as per the programme's forecasted training plan for 2002. The MTTs were also responsible to carryout external monitoring of demining operations in the field. While QAITs were mainly responsible for the investigations of demining accidents, missed mine incidents and for the development of techniques and procedures, improving effectiveness, efficiency and safety of the mine clearance and survey operations.



The Mine Risk Education (MRE) project of META which was established in mid 2002 aimed to build and enhance the capacity of MAPA Mine Risk Education (MRE) agencies through updated and improved training and the development of monitoring and evaluation procedures.

High quality management is of crucial importance in any field. In Mine Action, high quality management will implement and manage mine action programme efficiently, effectively and safely. In addition to its internal Basic and Operations Management Training courses, META has partnered Cranfield Mine Action in the delivery of Middle Management courses, taking responsibility for all aspects of course delivery, provision of facilities and administrative arrangements. A detailed report covering all 2002 courses has prepared and submitted separately.

Frequent assistances were provided by qualified international technical consultants during the planning and implementation of the META projects activities.



The capacity of META has been further strengthened in 2002 to ensure that the highest standards are maintained within MAPA operations.

*The table bellow shows META operations Human Resources in 2002*

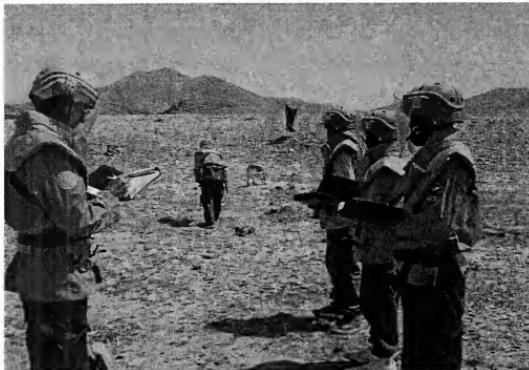
<i>S #</i>	<i>Type of Team</i>	<i>Team Composition</i>	<i>Number of Team</i>
1	Monitoring and Training Team (MTT)	4 persons: 1 x Class OIC 2 x Instructors 1 x Driver	7
2	Quality Assurance and Investigation Team (QAIT)	3 persons: 2 x QA officers 1 x Driver	3
3	Management Team (MT)	2 persons: 2 x Trainers	2
4	MRE Training Supervisors	3 persons: 2 x Supervisors 1 x Driver	2
5	MRE Monitoring and Evaluation Supervisors	3 persons: 2 x Supervisors 1 x Driver	2
6	Standard Officers		5 Officers

## **OPERATIONS AND OUTPUTS**

### **Monitoring of Mine Action Operations**

Mainly, on behalf of the United Nations Mine Action Center for Afghanistan (UNMACA), META conducted two types of external monitoring of mine action teams as described below:

1. **External Regular Monitoring:** Each MCT, MDG and Mine Survey team of the Mine Action Programme was monitored at least once every six months prior to go under revision training. The aim of the external monitoring was to ensure that all mine action related organizations are performing with safe, efficient and cost effective procedures in accordance with the SOPs and Standards available to the Programme.



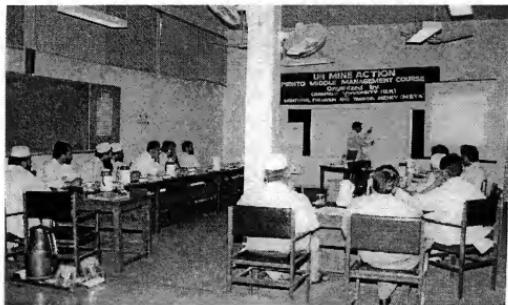
During the reported period, META conducted a total number of 33 monitoring missions. The monitoring planned target was not fully achieved due to the provision of a number of other different high priority training courses, equipment training such as Personnel Protective Courses (PPECs) and CEIA-MIL-D1 detector training courses that all Programme's MCTs, MDGs and Survey teams should go under these training. The table on the right summarizes the monitoring conducted in 2002 which includes monitoring of Mine Risk Education Teams, Manual Clearance Teams, Mine Dog Set, Mine Dog Groups and Mine Action Survey Teams.

NGO	Summary of Monitoring Assessment 2002			Total
	Good	Satisfactory	Poor	
ATC	5	2	0	7
MDC	7	0	0	7
DAFA	2	0	0	2
MCRA	3	4	0	7
OMAR	7	0	0	7
AREA	3	0	0	3
<b>Total</b>	<b>27</b>	<b>6</b>	<b>0</b>	<b>33</b>

2. **Special Monitoring:** Special monitorings were conducted by Quality Assurance and Investigation Teams (QA/ITs). Such monitoring was either conducted after or when a demining incident have occurred with a MCT, MDGs and/or a Survey team. Special monitoring missions were also undertaken for teams which were assessed as being poor during Regular Monitoring. A number of 10 Special monitoring were conducted by the Quality Assurance and the Investigation Teams during the reporting period.

## TRAINING

1. Management Training: META in partnership with Cranfield Mine Action (CMA), Cranfield University UK and Pakistan Academy for Rural Development (PARD) conducted a number of 4 mine Action Middle Management Training Courses. These courses were delivered by META for the MAPA middle managers. A total number of **78** middle managers from 13 Mine Action Agencies were trained on these courses.



*(A detail report for all middle management training courses conducted in 2002 has been prepared and distributed separately).*

2. Technical Training: In order to timely reply the demand for the expansion of mine clearance capacity of MAPA NGOs, META continued with the provision of training as forecasted by the demining NGOs. A total of 204 technical Training courses were conducted for the new deminers of the programme as well as for the existing teams that included Deminers Courses (DC), Demining Pre-deployment Courses (DPDC), Mine Dog Pre-deployment Courses (DPMDC), Demining Team Leaders Courses (DTLC) and Revision Courses (RC). A total number of **5,202** trainees attended these courses.



*The table summarizes the courses conducted in 2002:*

*Summery of Training Courses Conducted in 2002*

NGO	RC	DC	DPDC/SPDC	DTLC	PPEC	MDTC	BAC Update	MMC
ATC	9	8	7	2	22	17	3	
MDC	9	4	4	1	13	1	6	
DAFA	14	4	4	0	12	6	2	
MCPA	6	5	5	0	8	3	0	
OMAR	7	0	0	0	9	0	1	
AREA	2	2	2	0	4	0	0	
HI	0	0	0	0	0	0	2	
<b>Total</b>	<b>47</b>	<b>23</b>	<b>23</b>	<b>3</b>	<b>68</b>	<b>27</b>	<b>14</b>	<b>4 (See Note-1)</b>

*Note- 1 The said number of courses were conducted for the middle managers of the MAPA implementing partners.*

During the provision of revision courses, special attention was paid to (1) design the revision training programme based on the technical and task management requirement of the demining and survey teams in the present tasks, as well as the technical and management problems that have been encountered in the last few months (2) lessons learned from the investigation of the demining accidents were also incorporated in the training to help avoid such mistakes in future and to enable the deminers to handle similar problems when faced in the field more professionally and safely.

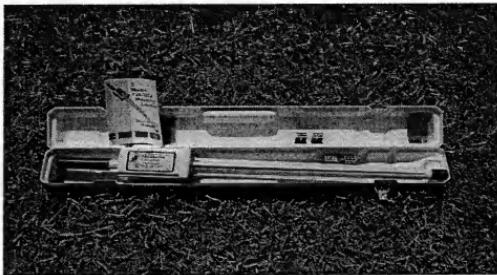
### **UXO Update Training**

The mine and UXO problem in Afghanistan has been worsen in the Post September period where, with new areas being contaminated by UXOs, and additional incidents of mine lying as forces shifted throughout the country. Many large ammunition depots in major towns have been struck by air strikes and have spread UXOs over as much as surrounding 5 km radius.

During the air strike period in 2001, large quantities of sub munitions were used in different part of the country. Sub munitions, normally, have a high failure rate and somewhere between 5 % to 30 % fail to explode when dropped. Most of these newly used munitions have not been encountered by the mine action personnel in the past. Therefore, MAPA MCTs, MDGs, and survey teams were provided with the update BAC training in order to enable the teams to identify and safely dispose the new sub munitions. META conducted 14 Training Courses on the update BAC. 593 mine action personnel attended these courses. The BAC training package has also been updated by inserting identification and dealing methods of the new sub-munitions used by the coalition forces.

### **Schonstedt Magnetic UXO Locator GA- 72 Training**

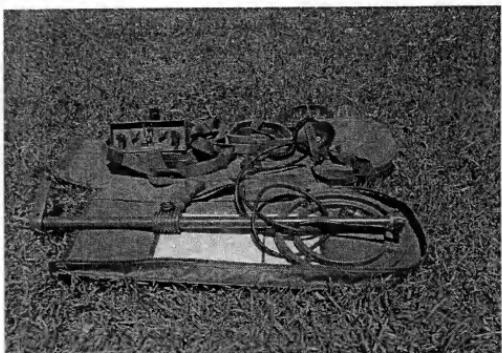
After September 2001, thousands of BLU 97 sub-munitions were dropped to hit military positions of the previous Taliban in different Provinces of the country. This type of sub munitions is very sensitive. If they are dropped in soft type of ground and fail to explode, they usually enter deep into the ground.



In such cases, visual search, which is a normal procedure for searching of UXOs will not work. Therefore, Schonstedt UXO locator was introduced to the Programme to be used to discover the BLU sub-surface. The training of the said locator was part of the UXO Update training. The plan was to train all mine action teams on this important piece of detection equipment. A number of 590 personnel including deminers, sections and team leaders and operations staff were trained on the identification and use of the detector.

## CIEA Mine Detector Training

Almost for a decade, different versions of Shieble mine detectors were used in the Programme. The detector had been assessed to be useful. However, it had some limitations with registering minimum metal mines. Therefore, the Programme decided to fill this gap by replacing all Shieble detectors with the ones capable of detecting minimum metal mines. In line with the implementation of this planning, about 11 metal detectors producing companies from all over the world were invited to Afghanistan to take part in a series of detector trials/test organized by MACA and META. The trials were carried out by a most experienced group of deminers comprised from different components of the Programme. As a result of those trials, CIEA MIL- D1 detector was assessed to be best suited in different types of ground conditions in Afghanistan and serving the purpose. Thus, all old Shieble detectors were decided to be replaced with CIEA detectors.



In order to enable the users of this new detector, META in collaboration with the CIEA Company were asked by the UNMACA to train all relevant mine action personnel on the CIEA detector. A training programme was designed by the CIEA with the assistance from META. The training commenced with the Training of Trainers (ToT) for mine action team leaders, field supervisors and META Instructors. The training was

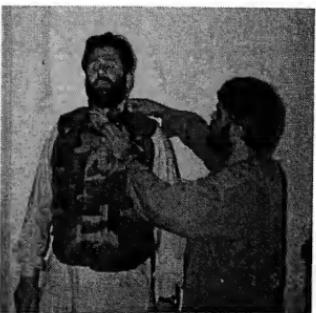
organized by META and conducted by the CIEA company instructors at META Training Camp in Kabul.

A number of 6 (ToTs) were conducted and a number of 80 trainees participated including META Instructors. At the same time, training courses for a number of 20 mine detector technicians from different mine action agencies were also held to train the technician on the technical functions and repairing of the machine. Follow-up on the delivery of the ToT training, META as per the field requirement drafted the course material including TTNs, SOP and lesson plans. After the approval of the SOP by the UNMACA, META provided training to a number of 749 deminers of the MAPA implementing Agencies in 27 training courses during the year 2002. In order to run these training courses at the lowest possible cost and maintain high quality, META implemented a decentralized training plan, set-up training areas and conducted the courses



in four main regions of Kabul, Kandahar, Jalalabad and Herat. The training process will be continued in 2003 to the point where all mine action relevant personnel are trained.

#### PPE Training



In order to protect the life of the deminers, reduce the number of causalities, and to increase the productivity, the Programme decided to provide deminers and other related operations staff with Personal Protective Equipment (PPE). This caused a change in the working position from the prone to squatting/kneeling position. A trial was organized by META/MACA in Jalalabad followed by a series of field tests in different ground conditions in order to assess the effectiveness and suitability of the PPE.

As a result of those trials and field tests, the equipment was procured, META developed the course package and trained all relevant mine action teams on the use and maintenance of this very important piece of protective equipment. The training started in late 2001 and completed by mid 2002. A total of 68 courses were conducted and a number of 1,419 personnel were trained on the use of PPE.

## **RESEARCH AND DEVELOPMENT**

As a part of the META's responsibilities, efforts have been made to develop new demining procedures in order to ensure safety, productivity and efficiency within demining operations. In line with these objectives, META in collaboration with UNMACA, conducted a number of trials during the year 2002 which includes the followings:



1. **International Dog Study:** META facilitated a rehearsal with two MDGs (8 dogs) at Qargha Dog Study Site. The aim of the rehearsal was to facilitate the provision of Dog Study Site for GICHD to carry out a part of the international Mine Dog Study in Afghanistan.

2. **Demining Hand-tool Trial:** A set of hand tools provided by HARC was tested which was reported to MACA. It was a joint META and MACA effort.
3. **Trial on Shape-charge:** A short Trial was conducted as how to dispose thick case large items of UXOs with shape-charge. As a result of this trial, a standard shape-charge was designed to be used by all mine action teams for the safe destruction of sub-munitions.

## **INCIDENT INVESTIGATIONS**

Throughout the period of 01 January to 31 Dec 02, all accidents that had occurred within the confines of MAPA operations investigated to establish cause, formally reported on, and recommendations were made for appropriate remedial or preventive action.

During the reported period, META conducted three different types of incident investigations as detailed below.

1. **Mine incident investigation:** As per the operations SOPs OPS- 7, all demining accidents are to be investigated. The aim is to identify factors contributing to the accidents so that appropriate measures could be adopted for the prevention of similar accidents in the future. Such preventable measures are also reflected during revision training.



During the reporting period, META QAI teams conducted (20) mine incident Investigations. As a part of the corrective actions taken after the investigation, the teams involved in these accidents were monitored to identify the faults, to debrief the teams and to correct the drills as required. For more details about the number of demining incidents in different mine action organizations, (see the table on the right):

NGO	No. of Accidents	Persons Injured	Person Died
ATC	7	8	1
MDC	1	1	
DAFA	1		1
OMAR	2	1	1
MCRA	1	3	4
HT	8	5	3
<b>TOTAL</b>	<b>20</b>	<b>18</b>	<b>10</b>

#### Factors Leading to Demining Accidents



Although demining is by nature a risky job and it does involve incidents, however it is necessary to investigate the causes and factors resulted in demining incidents. This will help any efforts to make amendments into the current procedures as required, e.g. developing new procedures and to introduce new equipment in order to improve safety.

20 incidents which were investigated, 75 % of the incidents took place during prodding, to investigate the location of the mines while the rest of the incidents took place during other field activities.

2. Missed device incident investigation:  
09 missed mine incident investigations were carried out by META Quality Assurance and Investigation Teams. The table on the right side provides a summary of missed devices in 2002.

#### 3. Non-demining incident investigation:

In addition to mine and missed mine incidents, a number of 2 non-demining accidents taking place with ACLU (a non-demining agency) which was working to rebuild the road between Kabul and Jalalabad were also investigated and the reports sent to MACA with the copies to the respective organization. The incidents which occurred with ACLU loaders were found to have happened in an un-cleared area. It is worth mentioning that the two incidents resulted to no human injuries and losses. The first incident caused very minor damage to a Loader of ACLU working on the road.

NGO	No. of Accidents	Persons Injured	Person Died
ATC	3	1 Deminer	0
MDC	4	3 Local persons	1 Local person
OMAR	2	1 Local person	0
<b>TOTAL</b>	<b>09</b>	<b>5</b>	<b>1</b>

## **ENHANCEMENT OF MINE RISK EDUCATION (MRE)**

### **Introduction**

META being the unique Monitoring, Evaluation, and Training Agency and active implementing partner of the UN Mine Action Programme for Afghanistan (MAPA), having enough training, monitoring and evaluation expertise and experience within Mine Action Programme, was contracted by the UNICEF to implement Mine Risk Education (MRE) Training and Evaluation Project. The project which was signed in May 2002, aimed to build capacity and to provide Mine Risk Education (MRE) training to the partner agencies of the Mine Action Programme for Afghanistan (MAPA). The project is part of the UNMACA/UNICEF strategic plan for MAPA MRE agencies to provide long- term sustainable community based MRE throughout Afghanistan. The META MRE project enhances the capacity of the MAPA's mine risk education agencies in areas of training, implementation, Quality Assurance and evaluation procedures.

Four project outputs have been outlined that include:

1. enhancement of Mine Risk Education standards for teaching methodologies,
2. enhancement of MRE standards for Monitoring and Evaluation (M&E),
3. training of new MRE Trainers/Personnel, and
4. the creation of MAPA MRE materials development capacity.

In an effort to plan for and implement the outputs listed above, META has embarked on the various activities and achieved noted successes in the last half of the year 2002.

### **Project Personnel**

1. **Staff Recruitment:** META managed to recruit qualified and suitable personnel, mostly from within the mine action Programme. During the reporting period, all project staff was recruited which included the following:

- 1 x MRE Officer
- 1 x MRE Material Development Officer
- 4 x MRE Training Supervisors (out of four, one female staff)
- 4 x MRE Monitoring and Evaluation Supervisors (out of four, one female staff)

In addition to the above national staff members, 01 female MRE Training Technical Advisor contracted by UNICEF has also assisted the team during the last quarters of the year. During that short period, she had contributed a lot in her field of expertise and worked closely with the META management team in developing the team's knowledge and skills. She had also produced some useful documents related to MRE training methodologies and assisted in drafting a work plan for META MRE Section.

2. **On Job Training:** A series of training courses and seminars were held for the Instructors/Supervisors of MRE in order to enable them improve their knowledge and skills. These seminars/workshops and training sessions were organized internally by META with remarkable contribution from UNMACA MRE Monitoring and Training

Officer. From 01 June to 30 September 2002, the instruction team participated at the following Workshops, Seminars, and mine action related special Training Sessions:

- (a) Familiarization workshop - mine action community
  - introduction to the Mine Action Programme
  - introduction to demining and MRE agencies
  - introduction to META MRE Project
- (b) Direct Mine Awareness Training, conducted by Save the Children US,
- (c) Training of Trainers (ToT), organized by META and delivered by Save the Children US,
- (d) General Administrative Briefing by META, mainly describing staff members duties and responsibilities,
- (e) Community-based MRE Training, conducted by HIB, and
- (f) Field Visit.
- Observation of OMAR MRE training at Returnees Camp
- Observation of ARCS MRE training methodologies/style
- Visit of OMAR MRE activities
- Visit of Training and Monitoring, Survey, Clearance and Mine Detection Dogs field operations
- (g) Visit of MRE Agencies Training Sections: The team also visited some of the MRE agencies Training Section in Kabul. This visit aimed to find out what MRE related training materials were developed and available to the Programme, sharing information, etc.

### **Working Relationship**

Throughout the implementation of the project in 2002, META had coordinated and closely worked with the UNMACA and UNICEF MRE personnel in order to effectively manage the project. This working relationship was mainly at the planning and coordination level.



## **MRE Outcomes and Achievements**

The project became fully operational in the last quarters of 2002. During this short period, META MRE Section has achieved the following:

### **1. MRE Training**

META MRE training teams have trained some 39 Community Volunteers Trainers of Afghan Red Crescent Society (ARCS) in Qarabagh district of Kabul Province. Each training course lasted a week for six days and aimed to train trainers on how to educate communities to live safely at the mine and UXOs contaminated surrounding areas.



### **2. MRE Monitoring and Evaluation**

Soon after the completion of the training of ARCS 39 Volunteer Trainers in Qarabagh, META assessed their training activities and provided them with necessary feedback.

### **3. MRE Material Development**

During the last quarter of 2002, META in collaboration with UNMACA MRE Section has carried out the following MRE material development related activities:

- a. **Posters:** META MRE section edited a children Booklet, containing mine awareness messages, developed by Association for Aid and Relief (AAR) of Japan.

As part of the Ministry Education School Campaign MRE activities sponsored by the UNICEF, a number of 5 posters containing MRE messages for different children age group were designed and produced by META in collaboration with (AAR) Japan, UNICEF and the Ministry of Education. These posters are now under field test. On the success of the field test, the posters will be then printed by (AAR) Japan which will be used for schools programs all over Afghanistan.

In addition, META MRE Material Development Officer visited almost all MAPA MRE agencies to see what posters are already available within the Programme and how these can be further improved. Furthermore, some research work was undertaken to find out what additional posters are required to be developed in order to send mine awareness messages across the country effectively, bearing in mind different target group at risk.

b. Teaching Material: Since the project was newly established in mid 2002, limited work has been done in relation to the development of MRE teaching materials. The following two main documents were developed which are now under field test:

1. Core-curriculum for community based mine awareness
2. Standard lesson plans including student handouts

#### 4. **Other MRE Related Activities**

META MRE section in addition to its main activities as mentioned above carried out the following activities:

- (a) Translation of MRE related technical documents
- (b) Field Internal Quality Assurance of META MRE Training and Evaluation teams, mainly conducted by META MRE and Material Development Officers
- (c) Participating at MRE related meetings, workshops and seminars organized jointly by META, UNMACA and UNICEF
- (d) Preparation and planning for the training of Ministry of Education school teachers

#### 5. **Project Support**

The project was funded by the UNICEF and the total funding provided was US\$ 81,102/. In addition, the UNICEF provided the project with some non-expendable equipment like computers, printers and a 4x4 vehicle.

## **OTHER OPERATIONS RELATED TASKS UNDERTAKEN BY META**

1. **Workshops and Seminars:** A number of internal training related workshops for META operations staff was conducted in 2002. These workshops aimed to improve technical, administrative and management knowledge and skills of the personnel.
2. **Development of Operations SOPs and Other Technical Materials:** A part from the above training and quality assurance related activities, a number of operations SOPs, Technical Training Notes (TTN) and lesson plans have been reviewed and developed during the reporting period.

In summary the following courses, Technical Training Notes, Lesson Plans were either upgraded or developed:

- **Technical Training Notes (TTNs)** - TTNs of different courses including DC, DTLC, DPDC, etc. were continued to be reviewed, updated and translated into national languages. New TTNs on CIEA detector training were developed and translated into national languages as well.
- **META Operations SOPs** - which cover the whole range of the agency's operations including training, quality assurance and accident investigations were continued to be reviewed and updated based on the actual needs of the MAPA Training and Quality Assurance. The amendments, as a result of the TWG meetings were also incorporated during the revision of the different operations SOPs.
- **Lesson Plans and Student Handouts** - during the reported period lesson plans and student handouts for two courses (DC and DPDC) were drafted. Work has been started on the development of lesson plans and student handouts of other courses which will be continued in 2003.

3. **Introduction of Total Quality Management:** During the last quarters of the 2002, the following TQM related activities were carried out by META:
  - a. Quality Assurance and Quality Control SOPs were drafted,
  - b. QA and QC training package were developed, and
  - c. Recruitment of the project personnel was started.
4. **Translation of Technical Documents and Materials:** In 2002, a large number of training and other technical documents were translated into national languages. Following are the main ones:
  - (a) ***Technical Training Notes (TTNs):*** all amendments to manual clearance training were translated and inserted into the main relevant training package.
  - (b) ***Translation of Large Loop and Schanstedth UXO locator's instructional manual*** was translated from English into Dari.
  - (c) ***Translation of MIL-D1 metal detector instruction manual*** from English into Dari.
  - (d) ***Review of the Translation of Explosive Storage Handling and Transportation SOP.***
  - (e) ***The Provision of Translation Services to UNMACA*** The UNMACA was assisted with the translation of technical and policy documents such as the translation of the ICBL Treaty of Ottawa convention, etc.

## **ORGANIZATION MANAGEMENT AND SUPPORT**

### **Management**

During the year 2002, the agency continued to operate from its headquarters in Jalalabad. META HQ was moved from Jalalabad, (where it operated for 6 years), to Kabul in March 2002. This movement took place soon after the collapse of the previous Taliban administration, increased work

demand and presence of international communities in Kabul. The movement of the HQ to capital Kabul was necessary as to further ensure better coordination and working relationship with the UN, Mine Action agencies and the relevant government authorities.

The agency continued to manage its operations in southwestern region through a sub-office in Kandahar. The central training facility where all basic demining courses are conducted remained fully operational in Jalalabad. In order to respond and meet the high training needs of the MAPA, META established a second Training Camp in Kabul. META still keeps a small Liaison Office in Peshawar for banking and some logistical support to the agency.

The organization senior management team consisted of a Director, Deputy and a Project Coordinator centrally managed the overall operations of the agency from the HQ in Kabul. The senior management team was further supported by the head of different META functional departments including heads of the Operations, Finance, Logistics and Administration. In mid 2002, the senior management team developed and introduced a reform to its current system to be able to better meet the quality control requirements for the MAPA operations on behalf of the UNMACA. As a result of this reform the two departments of Training and Quality Assurance was restructured to four separate departments of Training, Quality Assurance, Standards and Test and Trails. The senior management team was responsible for the overall management of the organization's affairs including attracting funding for its different projects, resource allocation, staff training and development, provision of support to its Area Offices operating in different regions, ensuring coordination and best relationship with all related mine action and non-mine action agencies as well as the government relevant department(s) and the provision of the project's outputs and activity reports to its respective funding sources.



## **Administration and Logistics**

In general, META provided quality, cost effective and efficient administrative, logistical and financial support to all its Projects and Area Offices internally, throughout the year.

The main logistical support included procurement of equipment and other consumable materials required for the agency and the management of inventory. META tried its best to procure high quality materials with reasonable prices locally from within the country. However, some equipment and materials to very small scale (not available in local market) were procured from the neighboring country (Pakistan). All procurements have been done according to META and the UNMACA Logistics SOPs through UNOPS including the following capital equipment which were procured in 2002:

- a. 05 HF Codan Radios
- b. 33 Mine/UXO Locators (different types)
- c. 5 Laptop Computers
- d. 10 Vehicles (different types)
- e. 40 Set of PPE
- f. 40 Helmets/visors

Equipment locally procured in 2002 by META:

- a. 05 Desktop Computers
- b. 04 Laser Jet HP 1000 Printers

## **Vehicle Repair and Maintenance**

The agency through its Transport cell has taken effective steps to further ensure quality maintenance of the agency vehicles which are, in fact, the most important and expensive assets of the organization. In 2002, the number of vehicles held by META increased from 13 to 23 which required more control and broader management coverage. In order to ensure proper utilization, saving cost of repair and good maintenance of this asset, META restructured its transport and had taken some necessary steps including the following:

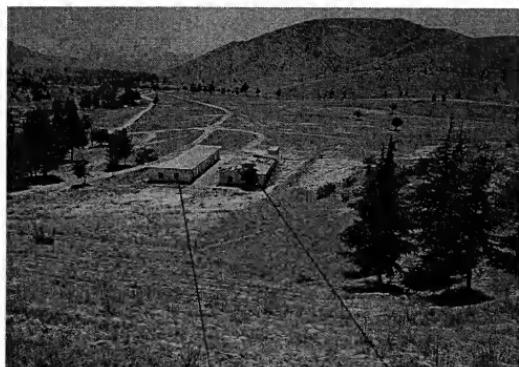
- a. Increasing the number of staff from 01 to 03 members.
- b. Focusing more on buying high and reliable quality fuel, oils and other vehicle spare parts.
- c. Ensuring high quality repair of vehicles by the most reliable local workshops.
- d. Strengthening control mechanism on the proper use of office vehicles.

## **Establishment of Qargha Training Camp**

Due to the need for the expansion of the mine action assets and manual teams' training on new CEIA metal detectors and to ensure timely coverage of training for central region, META established a second training camp in Kabul in 2002. As META had already set up a dog study test site in Qargha area, which is considerably a huge site and more than the requirement of the international dog study project, was taught to be an ideal place to co-locate the new training camp. As some facilities were already existed, though the site was shared between the two projects. The camp is now fully functional where mainly technical training will be conducted.

The following facilities were either repaired or newly built at the Qargha Training Camp in order to timely respond to the central region's training requirement:

- 2 Large class rooms, each can accommodate a number of 40-45 students,
- 1 Office (can also be used as a class room for a small group of student),
- 1 Kitchen,
- 1 Living room for security guards,
- 3 Toilets,
- 1 Stairs,
- A training area of 13000 Sqm, and
- Entrance gate including a large signboard.



After Reconstruction

Before Reconstruction

The construction carried out for the set up of the Training Camp as listed above, cost META a total amount of approximately US\$ 6000/ that also included the set up of out of order training site.

#### META Funding & Expenses Situation in 2002

During the reported period, META continued to receive funding, to a satisfactory level, from its donors for all of its projects. In 2002, the overall funding situation to the organization was satisfactory. However, during the first half of the year the organization faced with some serious shortage of cash in its accounts, but the situation had shortly improved during the second half. The table bellow shows a summery of income and expenses in 2002.

<i>Project</i>	<i>Donor</i>	<i>Contributions Received</i>	<i>Expenditures</i>
Technical Training	UN & VTF	\$436,788.00	\$452,739.03
Management Training	UN, DFID & US DoS	\$163,407.73	\$163,407.75
Mine Risk Education (MRE)	UNICEF	\$81,102.00	\$65,041.06
Mine Dog Study	GICHD	\$20,571.65	13,700

## **Abbreviations**

DC	Deminers Course
DPDC	Demining Pre-deployment Course
SPDC	Survey Pre-deployment Course
DTLC	Demining Team Leader Course
BAC	Battle Area Clearance
URDC	UXO Recognition and Disposal Course
URC	UXO Recognition Course
URDMC	UXO Recognition, Disposal & Marking Course
ETC	Explosive Training Course
MMC	Middle Management Course
MDTC	Mine Detector Training Course

**META being the only Training, Monitoring and Evaluation Agency within the mine action programme is responsible to:**

provide technical and management training required for the conduct of safe and effective mine action operations to the Programme;



design and implement a Total Quality Management plan to include external Quality Management elements for survey, clearance and MRE processes;



develop National Standards for Mine Action;



undertake development and trials of technical procedures and equipment, and



investigate demining accidents and missed mine incidents and implementing measures to prevent their recurrence.



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